



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

State Agency/Division:	Indiana Office of Tourism Development (IOTD)	Program Name:	Indiana: restart your engines
Program Contact (Name & Phone)	Amy Vaughan; 317.233.3261		
Executive Summary of Plan: Brief summary on the key elements of the overall plan 3-5 ideas that are core to the success of the plan	<p>The fiscal year 2012 (FY12) Marketing and Communications plan supports the overall goal for the Indiana Office of Tourism Development (IOTD): increase the economic impact of Indiana's tourism industry.</p> <p>Annually, the Indiana tourism industry generates more than \$10 billion in economic impact from 62 million visitors. Tourism contributes to a diversified economic base and visitor spending supports more than 257,000 jobs.</p> <p>Tourism is an industry of small businesses. In this slow-to-improve economic environment, it is imperative that Indiana Office of Tourism Development (IOTD) to generate a positive, increased return on investment from tourism promotion by utilizing innovative, creative, progressive tactics.</p> <p>In calendar year 2010, the Indiana tourism industry held its own in spite of waivering consumer confidence and slow-to-rebound unemployment percentages by promoting compelling messages of value and close-to-home travel. IOTD was no exception. By promoting great value and sharing inside tips on how to stretch expendable dollars further, IOTD converted potential visitors. In 2010, Indiana's tourism industry touted success.</p> <ul style="list-style-type: none">• Conner Prairie was awarded the 2010 National Medal for Museum and Library Services.• Open Table's 2010 Diners' Choice Awards named Joseph Decuis in Roanoke one of the Top 50 Restaurants in the United States.• The Fort Wayne TinCaps increased attendance at Parkview Field 10 percent over 2009.• Holiday World & Splashin' Safari surpassed 1 million visitors for the fifth straight year and broke its previous attendance record.• The Elkhart CVB received the prestigious \$25,000 Efroymson Award for Excellence in Cultural Tourism Development for the Quilt Gardens along the Heritage Trail Tour.• Spa Magazine named the West Baden Springs Hotel to its list of "Top Spas in the Midwest."• Conrad Indianapolis and West Baden Springs Hotel were named to Condé Nast Traveler's Gold List 2010.• Walnut Creek Golf Course in Marion was named one of the three finalists for the 2011 Course of the Year award from the National Golf Course Owners Association. <p>The following plan is designed to capitalize upon IOTD's marketing and communications</p>		



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	<p>efforts to generate visitors and visitor spending to the state of Indiana, thereby maximizing economic impact. IOTD will combine its strategic messaging with electronic mediums that are trackable, measurable and tested. These electronic mediums will include the development of new online mediums to allow potential visitors to receive and view Indiana travel information from mobile devices in the form of email, a mobile website, discounts and trip ideas.</p> <ul style="list-style-type: none">• IOTD's strategic plan, Indiana Tourism: A Driving Economic Force, is used as a baseline for marketing and communications priorities. http://www.in.gov/tourism/pdfs/2007StrategicPlan.pdf• In addition to IOTD's research-based approach to its brand and marketing implementation, VisitIndiana.com metrics provide direction and measurability for all programs.• IOTD's strategic marketing approach provides a targeted platform for reaching qualified consumers with an effective, proven message.• IOTD's ability to leverage private dollars allows IOTD to support its reach and messaging. <p>The fiscal year 2012 (FY12) Marketing and Communications Plan for the Indiana Office of Tourism Development (IOTD) will serve as a foundation for all decisions regarding consumer marketing efforts. All programs, plans and initiatives outlined will support the four strategic goals established by IOTD.</p> <p>IOTD will continue to update, evaluate and revise this plan throughout FY12 based on need and the changing economic environment, including the consumer confidence index, travel planning lead time and gas prices. Gas prices continue to be the ever-evolving element that can have an immediate impact on travel planning. It has been determined that gas prices hit a tipping point at \$4 per gallon and change behavior.</p>
<p>Background and Rationale of Plan:</p> <p>Background info/any research used to create plan</p> <p>Your intended purpose/result</p>	<p>Intended purpose of FY12 marketing and communications efforts: The intended purpose of the FY12 marketing and communications plan is to increase the impact of tourism on Indiana's economy. Every tactic stems from IOTD's strategic plan, has measurable return and increases visitor spending. A measurable return on investment (ROI), researched platform and strategic messaging are prerequisites for all implemented programs. IOTD relies on a research-based approach for all marketing and communications planning and execution to ensure measurable ROI. However, with limited availability to Indiana-specific research, national trends research is being utilized to drive decisions.</p> <p>A summary of recent, national research is below.</p> <ul style="list-style-type: none">• 2011 Marketing Outlook – USTA, 2010• Tourism Industry Still Dealing with Cautious Consumers – USA Today/Gallup, 2009• Leisure Trip Planning Sources: Use and Dependability – Global Insight/DK Shifflet, 2009 <p>A summary of past Indiana-specific research is below.</p>



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

- Permission email program research: In November 2010, IOTD surveyed its email subscribers to determine rate of travel of email subscribers, email preferences, trip activities and travel planning habits. Notable metrics: intent to travel, overnight stays, visitor spending ranges.
- Economic Impact: Every two years, IOTD executes a visitor profile study and economic impact study through DK Shifflet and Associates. The most recent study was commissioned in 2007 based on 2006 data. Notable metrics: total number of visitors, total economic impact and length of stay (all noted in executive summary).
- Brand Awareness: Originally commissioned in 2006 to steer IOTD's rebranding efforts, brand awareness was conducted again in 2008 to determine the progress of Indiana's brand, *Indiana: restart your engines*. Notable metrics: level of brand recall and comparison of Indiana's brand image to its competitive set.
- Consumer Website Research: Similar to the brand, IOTD commissions website research prior to restructuring or redesigning VisitIndiana.com to gain usability and functionality insight from consumers. Website research was conducted in 2006 prior to the 2007 redesign and again in 2008 to test functionality and conversion. User interviews were conducted in 2009 to determine differences and similarities in the needs of different VisitIndiana.com users. Notable metrics: user conversion and visitor spending.
- Publication Research: Commissioned in 2006, publication research was commissioned to determine a profile of Indiana Travel Guide users, functionality of the guide and conversion of guide requestors. Notable metrics: conversion and visitor spending.
- Product Development Research: Commissioned in 2006, the product development assessment was designed to investigate product within Indiana's competitive set and identify product options that are key motivators to travel. Notable metrics: trip motivators and trips that can be influenced.

Key research findings driving marketing and communications plans:

2011 Marketing Outlook – USTA, 2010

- Forty-six percent of all trips are weekend trips. These are classified as "speedy vacations" where the goal is to hurry up and relax.
- One in six travelers are booking trips based on receiving emails.
- Twenty seven percent of Americans took a last minute trip in 2010—booked only 6 days prior to departure.
- Ten years ago, only 11% of Americans had internet access in their home. That number is now 70%.
- Among active travelers, 91% have a Facebook page.
- In 2011, it will be easier than ever to reach people; more difficult than ever to persuade them.



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	<ul style="list-style-type: none">• Fifty-five percent of US adults say they will take an overnight trip in the next six months; twenty-one percent were unsure of whether or not they would travel at all.• Value is “in vogue”. Consumer resourcefulness continues to grow as travel planners look for discounts and getting more for their money. <p>Publication Findings – SMARI, 2007</p> <ul style="list-style-type: none">• Consumers engage in a four-step travel planning process that includes website and travel guides.<ol style="list-style-type: none">1. Initial research is conducted online2. Physical information is requested (travel guides, maps)3. Booking and trip planning is conducted online4. The travel guide and reference materials are taken on the trip• Six in ten users who request an Indiana Travel Guide convert to Indiana visitors within six months.• Influenced requestors spend 116% more and stay nearly a day longer than the average Indiana visitor. <p>Website Findings – TNS, 2008</p> <ul style="list-style-type: none">• Seven in 10 users who log on to VisitIndiana.com convert to Indiana visitors within three months.• Every dollar IOTD spends on VisitIndiana.com returns \$1,000 in visitor spending; therefore, every dollar spent results in \$70 in sales tax revenue.• Seventy percent of VisitIndiana.com users are contemplating a trip; half will convert to visitors. <p>Advertising Findings – SMARI, 2008</p> <ul style="list-style-type: none">• Tourism promotion generates its return on investment within a year of the expenditure being made.• Nearly 80% of all Indiana visitors come from Indiana and surrounding states.• Every dollar IOTD spends on promotion returns \$285 in visitor spending. <p>Focus: To achieve the intended purpose of the FY12 Marketing and Communications Plan, this plan is focused on generating visitors and visitor spending to the state of Indiana, maximizing economic impact.</p> <p>Competitive Set: IOTD identified its competitive set based on location origin of 80% of Indiana visitors (Indiana and surrounding states). (DK Shifflet and Associates, 2006)</p> <ul style="list-style-type: none">• Illinois, Kentucky, Michigan and Ohio
Situational SWOT Analysis: What potential strengths,	SWOT Analysis Strengths: <ul style="list-style-type: none">• Ability to leverage public and private resources: IOTD’s internal and contracted



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

weaknesses, opportunities or threats does your program face?

infrastructure makes it possible to utilize private industry dollars to leverage media buys and earned media presence. The Indiana Travel Guide, VisitIndiana.com, the permission email program, cooperative advertising programs and media marketplaces are the key programs supporting IOTD's public/private partnerships.

- **Product:** Indiana has a wealth of unique and interesting product to engage visitors for multiple two to three day trips.
- **Drive to destination:** Eighty percent of Indiana visitors drive less than 300 miles to reach their destination. With low gas prices, visitors can visit more often or visit multiple Indiana locations throughout their visit.
- **Credibility:** Through several research studies, IOTD has identified the level of credibility the office has with consumers. IOTD is viewed as the official tourism source for information, providing credible, unbiased information on travel opportunities. Additionally, recent research shows that state and destination websites are among the top credible resources in travel planning (Global Insight, 2009).
- **Innovation:** IOTD's ability to reach consumers through changing mediums and communicate effective messages increases the likelihood of travel to Indiana and increases IOTD's relevancy with consumers. By utilizing platforms such as mobile websites, email and social media, IOTD can provide strategic messaging based on what the consumer wants to receive and when.

Weaknesses:

- **Branding support:** IOTD's brand, Indiana: restart your engines, is performing well, but has little brand marketing support. IOTD will continue to work smarter and be more strategic with available dollars (and generating public/private partnerships).
- **Consumer confidence:** Reports continue to identify unstable consumer confidence with trends leading to shorter travel planning time and shorter trips. IOTD will continue to provide consumers with timely, seasonal information through innovative mediums and strategic messaging.
- **Trade down, not out:** Unfortunately, the USTA outlook for 2011 does not change in this area from 2010 reports. USTA research indicates that consumers will continue to travel in the current economic environment, but consumers will trade down and expect more from their dollar. Consumers are expected to pre-determine their travel budget and look for opportunities to get more for their dollar. IOTD will continue to harvest great discounts from tourism industry businesses such as hotels and attractions to promote the value of travel in Indiana to consumers.

Opportunities:

- **Jobs for Hoosiers:** A strong and resilient tourism industry and increased visitor spending in the state of Indiana has the potential to increase the number of Hoosier jobs. The tourism industry currently supports more than 257,000 jobs in Indiana.
- **Support small business:** Tourism is an industry of small businesses. As small businesses, especially restaurants, continue to see a slow economic turnaround, successful tourism promotion can drive the traffic to these businesses necessary to keep their doors open and maintain, expand work force levels. Throughout industry meetings in 2010, IOTD saw small businesses, such as restaurants, make smart fiscal decisions to trim expenses, but increase discounting and promotions to keep their workforce in tact.
- **Trade down, not out:** Unfortunately, the USTA outlook for 2011 does not change in



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

this area from 2010 reports. USTA research indicates that consumers will continue to travel in the current economic environment, but consumers will trade down and expect more from their dollar. Indiana gives visitors great value for their dollar and IOTD will work with industry partners to promote discounts and value to consumers.

- Travel trends: According to USTA, US adults are looking for quick getaways that can be planned with little lead time. Twenty-seven percent of all US travelers took at least one last-minute trip that was planned in less than six days. Because of Indiana's driving proximity to large populations, IOTD has an opportunity to identify Indiana as a quick-trip option for travelers.
- Collaboration: IOTD currently partners with DNR, Indiana Department of Agriculture, Ball State University and Butler University for marketing purposes. Not only does the opportunity exist to extend those partnerships, but also develop new collaboration partnerships with local economic development organizations.
- Capitalize upon current economic environment: The current United States Travel Association (USTA) forecast suggests that volume, visitor spending, and intentions to travel will remain quite similar to those trends experienced in 2010. Gas prices and additional airline security measures are anticipated to effect consumer travel decisions. Because Indiana offers potential visitors a wealth of variety and value, Indiana is a more attractive travel option to those visitors wishing to trade down from week-long vacations that include airline travel in more distant locations. The most recent USTA outlook suggests that regional travel will win out in 2011 and 51% of US adults plan to travel in the next six months.

Threats:

- Budgets of the competitive set: Michigan, Ohio, Illinois and Kentucky also out spend Indiana in the tourism promotion arena. Being outspent by the competitive set will be compounded by the attractiveness of Hoosiers to surrounding states. Because of Indiana's above-average economic climate and unemployment rate, Hoosiers are attractive consumers for other states and will be bombarded with compelling messages.
- IOTD will continue to work smarter and be more strategic with available dollars – leveraging public and private resources to remain competitive, yet efficient.
- Struggling small businesses: Small businesses are particularly susceptible in an economic downturn. As previously outlined, tourism is an industry of small businesses. Small tourism businesses continue to limit resources to keep doors open. IOTD will work with small businesses to promote the value of tourism in Indiana and deploy special offers to consumers via permission email and social media platforms.
- Decreasing industry partner budgets: Similar to the issue of small businesses, convention and visitors bureaus are again budgeting for declines in innkeeper's tax for FY12 – in some cases upwards of 30 percent. IOTD will work with these partners and expand cooperative programs accordingly to leverage these dollars effectively and efficiently.
- Gas prices for summer 2011: In summer 2008, \$4 per gallon gas proved to be the tipping point for consumer travel behavior. Researchers have yet to forecast \$4 per gallon gas for summer 2011, but uncertainty in this area does impact how far in advance consumers will commit to travel plans.

Economic Impact: Tourism is crucial to Indiana's economy



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	<ul style="list-style-type: none">• Indiana tourism is a \$10.36 billion industry. (DK Shifflet, 2006)• Visitor spending generates more than \$1 billion in state and local taxes annually. (DK Shifflet, 2006)• Tourism annually attracts 62 million leisure visitors—people who drive more than 50 miles one way to visit one or more attractions. This does not include convention or business travel. (DK Shifflet, 2006)• The tourism industry's reach is broad and strong. Indiana has more than 257,000 jobs related to tourism generating \$6.74 billion in wages. (DK Shifflet, 2006)
<p>Objectives/Goals:</p> <p>What are you trying to accomplish with your program?</p> <p>Target Audience: Who is primary audience and why? Demographics, Geographic areas, etc.</p> <p>Additional audiences who may benefit.</p>	<p>Strategic goals and objectives</p> <p>The following is an outline of IOTD's marketing and communications objectives relative to its strategic goals. The process of identifying these objectives consisted of situation analysis, SWOT analysis, review of strategic goals and outlining objectives. Tactical planning will begin with additional team members through June 2011.</p> <p>Position IOTD as an alliance manager throughout the state:</p> <ul style="list-style-type: none">• To evaluate how we communicate with the Indiana tourism industry• To facilitate networking and collaboration among industry partners• To educate industry partners• To promote best practices to industry partners• To demonstrate the value that IOTD brings to small businesses, CVBs and local economic development organizations• To demonstrate the value that IOTD brings to second tier industry partners with small budgets <p>Promote a strategic brand for Indiana:</p> <ul style="list-style-type: none">• To increase the number of visitors and visitor spending in Indiana• To increase traffic to VisitIndiana.com• To increase organic leads from VisitIndiana.com (increase permission email opt-ins)• To increase qualified distribution of publications• To cultivate relationship with leads generated• To increase awareness of Indiana: restart your engines• To increase advertising effectiveness with well-placed media buys• To make Indiana a top-of-mind destination for vacations and travel <p>Anticipated barriers:</p> <ul style="list-style-type: none">• Decreasing industry partner budgets: As previously mentioned convention and visitors bureaus are budgeting for declines in dedicated funding for FY12. IOTD will work with these partners and expand cooperative programs accordingly to leverage these dollars effectively and efficiently.• Diverse industry partner needs: With increasing limitations on partner resources, the need for education, direction and assistance will increase and diversify. IOTD will work to anticipate these needs and proactively find solutions to minimize the effects of limited partner resources.



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

- Consumer confidence: As previously mentioned, reports continue to indicate poor consumer confidence and less time will be devoted to travel planning as well as less time dedicated to actually traveling. IOTD will work to provide consumers with timely information to approach potential travelers when they are ready to plan.
- Trade down, not out: Recent reports from USTA suggest the leisure travel market will rebound somewhat in 2011, a 2.1 percent increase is expected nationally. Consumers are expected to trade down and expect more value for their dollar. IOTD will promote the value of travel in Indiana and promote timely discounts and packages to consumers.
- Competitive set: Michigan, Ohio, Kentucky and Illinois continue to promote tourism at previous levels. Additionally, these neighboring states will target Indiana because of its better-than-most economic climate and unemployment rates. This can lead to less support from industry partners creating making it more difficult to meet those expectations.

Target Audience

Demographics: Women, age 35-54 (primary); Adults, age 35-54 (secondary)

- Research shows that women are the key decision maker for Indiana travel. Thus, IOTD's efforts to reach women with paid media are more efficient and effective.
- Visitors in the 35-54 age range represent 42% of all Indiana overnight leisure (ONL) travelers. Followed by 37% of ONL coming from the 18-34 range.
- Education level: 69.5% have at least some college experience
- Household income: 36% under \$50,000; 27% \$50,000 to \$74,999; Average \$63,000

Psychographics:

According to PRIZM profile information for all target states and some target DMAs, "Indiana attracts families with upper-middle-class incomes. The upper-middle class families are in their prime acquisition years. These middle-aged parents have the disposable income and educated sensibility to want the best for their children."

Geographic areas:

- States: Indiana, Illinois, Ohio, Michigan, Kentucky
- Top performing DMAs: Indianapolis, Chicago, Fort Wayne, South Bend, Cincinnati (DK Shifflet and Associates, 2006)

Fundamental problems facing target audience:

The current economic environment, wavering consumer confidence and time poverty top the list of issues facing this target audience. This is causing IOTD's audience to shorten planning time and trend toward shorter, more frequent 2-3 day getaways rather than planning week-long vacations in more distant destinations. This remains a positive for a drive-to destination, like Indiana.

The issue of time poverty continues to cripple this audience. Dual working families suffer from lack of time making vacations more difficult to take. Additionally, consumer anxiety compounded by pay freezes and cuts, furloughs and rising health care costs add to the psychological factors that not only influence travel decision and travel planning, but also



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	<p>influence visitor satisfaction levels.</p> <p>Additional audiences who benefit:</p> <p>Indiana residents—Hoosiers are a target audience, but Hoosiers outside the age, educational level and household income established benefit from IOTD communications. Not only can Hoosiers take pride in the unique product Indiana offers, but benefit from the economic impact driven by IOTD marketing and communications efforts and investment.</p> <p>Indiana communities—The ability for a strong tourism industry to impact and diversify an economy can lead to attract other businesses, increase net wealth of residents and improve quality of life.</p> <p>Employees of the Indiana tourism industry—The 257,000 Hoosiers who are employed by the Indiana tourism industry stand to benefit from the additional visitation motivated by the mediums and messaging utilized by IOTD.</p> <p>Indiana visitor profile:</p> <p>The typical Indiana visitor is 42 years old with a household income of \$66,300 who travels with one or two other visitors—typically children. Indiana is a getaway destination for visitors seeking a trip close to home. Indiana leads its competitive set in attracting young families. (DK Shifflet and Associates, 2006) It is; however, reasonable to assume that Indiana's visitor in fiscal year 2012 could have a higher household income and be more affluent as more potential visitors choose to trade down, not out. Additionally, employment uncertainty is less likely to impact this visitor type.</p> <p>The average Indiana visitor/trip:</p> <ul style="list-style-type: none"> • Indiana travel parties are most often families (35%), followed by couples (30%), then one adult travel parties (25%). • Almost all leisure travelers drive to Indiana destinations. • About 34% travel in the summer, 23% in the spring, 23% in the fall and 20% in the winter. • A total of 36% are in-state visitors who travel more than 50 miles. Illinois and Ohio represent 13% overnight leisure travel (ONL) and Michigan 10%.
Position Statement	Potential Midwest visitors will travel to Indiana for cost-effective, but memorable getaways.
<p>Marketing Strategies:</p> <p>General outline of planned marketing and communication strategies.</p> <p>Include 4 Ps: Product, Price, Place, Promotion</p> <p>How will materials be distributed?</p>	<p>Target Audience: Potential Visitors</p> <p>Product</p> <p>IOTD's product is determined by the unique and valuable attractions in Indiana.</p> <p>Price</p> <p>IOTD trip-planning resources are free to consumers. The return on investment for providing information to potential visitors regarding travel opportunities far outweighs the initial investments. State tourism offices, including IOTD, have a great deal of credibility with consumers. According to a December 2009 research study conducted by Global Insights, city</p>



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

and state websites are ranked second by potential visitors in both usage and dependability. The public sees state tourism offices as the authority on travel in their state and expects the office to provide comprehensive, free information as a service.

Indiana is viewed as an affordable destination. IOTD's retail message, including price point and value combined with strategic platforms, are in line with the first-hand experience of IOTD's existing consumer base.

Place

The Indiana Travel Guide and VisitIndiana.com are the primary places where consumers will meet the Indiana tourism brand and receive these IOTD marketing messages. Indiana Travel Guides and other related travel publications are distributed based on consumer request through VisitIndiana.com and a toll free telephone number. Additional publications are distributed at welcome centers, CVB offices, post offices, etc. Paid messaging will be placed online and in consumer magazines target Indiana's potential visitors and provide detailed measurability. Permission email will be used to provide timely, requested information to subscribers. Earned media will be targeted mainly for print, radio and television. Additionally, the Indiana Insider blog will be targeted as an earned media opportunity.

Promotion

Messaging: While messaging for in-state visitors vs. out-of-state visitors will be executed differently to maximize influence, the overall message is the same.

- Indiana is a getaway destination where proverbial engines can be restarted.
- The duality of the brand lends itself to relaxation and rejuvenation yet seemingly progressive, exciting and active.

As aforementioned, for in-state messaging, IOTD will focus on a retail message including value and price point. For out-of-state messaging, IOTD will focus on a value and a trade down, not out message.

Target audience:

For earned media and overall communications, IOTD will focus on its secondary audience: adults, 35-54. With paid media, IOTD will focus on its primary audience: women 35-54, when possible.

Creative strategy:

According to 2008 brand awareness research, Indiana: restart your engines had 74% brand awareness, higher than any state in Indiana's competitive set at that time. The brand itself was moving Indiana's brand association away from natural and passive toward developed and active.

After qualitative and quantitative research studies were concluded in the fall of 2008, IOTD



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	<p>and Williams Randall Marketing identified key fob as this own-able element. Additionally, within this qualitative and quantitative research, IOTD and Williams Randall tested additional photography options from existing photo libraries. IOTD identified seven photographs that test at a minimum of 3.5 on a 4.0 scale to use in print and online advertising—including the primary and secondary images from the cover of the 2009 Indiana Travel Guide.</p> <p>Based on more recent experience, IOTD and Williams Randall Marketing evaluate the success of its online creative strategy consistently throughout the campaign to determine the success and mesuare the engagement metrics.</p>
<p>Implementation:</p> <p>How will you implement your plan? Tie promotion strategies to objectives, include all items here and in your budget:</p> <ul style="list-style-type: none"> • Earned media (press release, interview) • Paid media* (Broadcast, print, outdoor) • Sponsorships (Events, exhibit booth space) • Promotional Items* (Pens, T-shirts, exhibit booth display) • Publications* (Printed materials, brochures, posters) <p>*Provide electronic samples whenever possible</p> <p>A calendar may be included to summarize how you propose to implement your plan</p>	<p>The implementation plan below is organized by objective. Each group of corresponding objectives is listed, followed by tactics to achieve that objective, the timeline for such objectives, method of measurement and measurement results from FY10, if available*. Specific strategy plans that have not yet been fully developed are identified and will be updated throughout FY12.</p> <p>Alliance Management Objectives, Part 1:</p> <p><i>To educate industry partners</i> <i>To promote best practices to industry partners</i> <i>To facilitate networking and collaboration among industry partners</i></p> <p>Tactics, timelines and measurement:</p> <p>Indiana Tourism Council and educational programs</p> <p>The 32-member Indiana Tourism Council, established in 1997, acts as an advisory group to IOTD and is an active forum for planning, decision-making and consensus-building for Indiana's tourism industry. The council consists of 11 governor appointments and four legislative appointees. The council is chaired by Lt. Governor Becky Skillman.</p> <p>Tourism Council meetings are open to the public and to encourage attendance, IOTD pairs each Tourism Council meeting with a best practices educational program. All of these programs are free to attend and lunch is available for a fee.</p> <p>The Indiana Tourism Summit is paired with the September Tourism Council meeting. The Indiana Tourism Summit in 2010 consisted of two high-level speakers that were tapped to discuss product development and organizational strategies in the changing economic environment. Planning for the September 2011 Tourism Summit will begin in March 2011. Topics are typically identified based on areas of interested expressed by the industry and timely need.</p> <p>Additionally, IOTD reviews the feedback from the Hoosier Hospitality Conference (March 15-16, 2011) to determine areas of interest. There is a cost to attend the Indiana Tourism Summit to cover program costs. In 2010, the fee to attend was \$69. In 2011, IOTD will likely approach a fee structure that does not include per person expenses (food) to allow for group rates in order to allow more industry partners to attend the event.</p> <ul style="list-style-type: none"> • Timeline: the Indiana Tourism Council convenes quarterly—March, June, September and December. • Method of measurement: immediate industry feedback and



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

attendance/participation are key measurements. Additionally, the Indiana Tourism Summit is followed by an industry survey rating the speakers, topics, location, etc.

- FY11 measurement evaluation: in the September and December FY10 meetings, 21 members (27 guests) and 20 members (12 guests) attended respectively. Additionally, 75 industry partners attended the Indiana Tourism Summit on September 16, 2010. A post-summit survey was sent to attendees to evaluate speakers and overall experience. Response to the post-summit survey was very positive. Nearly 60 percent of responding attendees said that the Indiana Tourism Summit was very good or outstanding when comparing it dollar for dollar to other tourism conferences. (One hundred percent said the conference was at least adequate.)

Advertiser Portal

The advertiser portal is a password-protected portion of the Indiana tourism industry website. The advertiser portal is a tool that allows each industry partner to manage all promotional information and advertising placed in Indiana travel publications, on VisitIndiana.com, cooperative advertising programs, etc. Advertisers are encouraged to manage and update information on VisitIndiana.com as often as necessary. All paid and free programs are housed in the ad portal. Paid advertising is reserved and committed to via printed or electronic authorization through ad portal.

This portal promotes best practice of information management, tracking and optimization. All information and advertising materials are uploaded through the advertiser portal, creating efficiencies in publication, online and advertising production.

In FY11, IOTD invested in the advertiser portal for long-term efficiencies. Consolidation of more than 20 forms into fewer, configurable forms, introducing a file handling system for artwork collected and reconfiguring the database will allow IOTD to increase the amount of dynamic content on VisitIndiana.com and allow for changes to be made at less expense. Additionally, the content management system was added to reduce agency expenses for monthly updates. USTA states that dynamic content will be highly relevant to motivating travel in 2011. The multitude of available platforms, social and otherwise, makes reaching consumers even easier than ever. The content management system will allow IOTD to change content more often and therefore give IOTD a greater opportunity to motivate travel.

- Timeline: in August 2011, the advertiser portal will be updated with cooperative programs for calendar year 2012.
- Method of measurement: the number of user accounts and advertising sales figures are utilized to measure advertiser portal. Feedback is also received directly from industry partners and regional account executives.
- *FY11 Measurement: FY11 tactics are not yet complete; however, the completion of this project will allow IOTD to reduce its ad portal annual budget from \$40,000 to \$10,000.

Hoosier Hospitality Conference

The Hoosier Hospitality Conference (HHC) is an annual hospitality conference hosted by the Indiana Hotel and Lodging Association, Indiana Restaurant Association, Association of Indiana Convention and Visitors Bureaus and IOTD. IOTD is a sponsor of the event and participates in the steering committee to provide input on valuable messages and compelling speakers to provide up-to-date tourism industry information.



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

- Timeline: the conference steering committee meets monthly and the conference is conducted in March. The March 2010 conference will be held in Fort Wayne.
- Method of measurement: post-conference surveys and attendance are key measurements.
- *FY11 measurement evaluation: the FY11 conference has not yet occurred. However, in FY10 163 people attended the conference in Fort Wayne. This was down 20% from the previous year, but it was the first time the conference had been moved out of Indianapolis in more than 10 years. Seventy-four percent of attendees said the conference met their expectations.

Industry permission email program

IOTD sends a monthly permission email to approximately 1,000 industry partners utilizing the free deployment service, Gov Delivery. Topics include: new research materials, VisitIndiana.com stats, new advertising and participatory programs, new best practices and educational programs. (\$0 budget allocation)

- Timeline: monthly
- Method of measurement: Industry permission email sign up and unsubscribe numbers.
- FY11 measurement evaluation: Valid email addresses have dropped 3% from July 2010 through January 2011. Open rate varies between 18-30% in the same timeframe.

Alliance Management Objectives, Part 2:

To demonstrate value that IOTD brings to local CVBs or regional entities

To demonstrate value that IOTD brings to second tier industry partners with small budgets

To evaluate how we communicate with the Indiana tourism industry

Tactics, timelines and measurement:

Lt. Governor Hoosier Hospitality Awards

IOTD and the Lt. Governor's office host a Hoosier Hospitality Awards ceremony at the statehouse each year. IOTD accepts nominations from industry partners for hospitality professionals (front line staff) that exude Hoosier Hospitality going above and beyond to help visitors. Approximately 15-25 recipients are recognized each year with an award signed by and presented by the Lt. Governor. The ceremony is followed by individual press releases to each recipient's community with photograph of nominee and Lt. Governor.

This annual event supports and encourages customer service and provides value to industry partners as an opportunity to recognize and reward great customer service.

- Timeline: nomination forms and the awards ceremony take place in the second half of the fiscal year.
- Method of measurement: number of nominees, attendance at ceremony, media pick up from releases and photographs.
- FY11 measurement evaluation: the FY11 awards process has not yet begun; however, the measurement for FY10 is 18 award winners; all 18 award winners attended the ceremony along with 60 industry partners. IOTD has 17 recorded



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

media hits from five different markets.

Cooperative Advertising Program

Cooperative programs are selected annually based on research and industry need. The program executes a multi-layered, public-private partnership designed to leverage IOTD's advertising and research investments as well as provide assistance to industry partners. The target audience for all cooperative advertising is women, age 35-54.

Supplemental advertising allows industry partners to participate in programs it could not otherwise afford benefiting industry partners of all size and capacity. Additionally, IOTD benefits by extending marketing reach, branding and additional research opportunities.

- Timeline: planning, research and budgeting to take place May through August 2011. Opportunities for participation will be made to the industry in August 2011 for the 2012 calendar year. Budget provided includes dollars for previously planned media being placed July through December 2011 and anticipated placement for January through June 2012.
- Method of measurement: amount of industry participation
- FY10 measurement evaluation: for the calendar year 2011 cooperative magazine advertising program, 84 partners applied for participation with only 78 available opportunities.

Strategic Brand Objectives, Part 1:

To increase the number of visitors and visitor spending in Indiana

To increase traffic to VisitIndiana.com

To increase awareness of Indiana: restart your engines

To increase advertising effectiveness with well-placed media buys

To make Indiana a top-of-mind destination for vacations and travel

Tactics, timelines and measurement:

Online Marketing Campaign

IOTD plans to execute an online campaign consisting of keyword search and banner ads to generate overall brand awareness and traffic to VisitIndiana.com. The July 1 through September 30, 2011 portion of this online campaign will extend the FY2011 (calendar year 2011) online campaign. The remaining campaign efforts will resume for May and June of 2012. Traffic will be directed to search-specific information, including redesigned trip ideas pages with first-hand content. IP addresses in Indiana and surrounding states will be targeted.

- Timeline: planning will begin June 1, 2011 (if possible) to run the campaign July 1, 2011 through August 2011. Planning will begin in December 2011 and placement May – June 2012.
- Method of measurement: levels of engagement will be measured, evaluated and optimized every other week throughout the campaign. Engagement measurements include: visits to VisitIndiana.com, increased engagement metrics, increase email opt-ins, increase click thru rate, decrease cost per click.
- *FY11 measurement evaluation: the full FY11 campaign has not yet occurred; however, the FY10 campaign and first half of the FY11 campaign metrics are as follows: based on the established cost per click goal, the summerFY10/fallFY11



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

campaign exceeded its goal by 25%. The campaign generated 244,171 visits to VisitIndiana.com. When compared to the calendar year 2009 campaign, IOTD spent 8% less budget, but generated 38% more visits. The number of pages per visit increased 30% and time on site doubled when compared to the calendar year 2009 campaign. The campaign generated 2,031 leads, exceeding the goal of 1,555 leads for the campaign and cost per lead improved 32% over the calendar year 2009 online campaign. A full report on the evaluation of this campaign is available.

Print media

IOTD plans to execute a consumer magazine brand campaign in small, targeted publications such as Indiana Recreation Guide, the Indiana Department of Natural Resource's annual publication and the Indianapolis Convention and Visitors' Association bi-annual publication to promote awareness of Indiana: restart your engines and generate traffic to VisitIndiana.com. The local distribution these publications will provide a good platform to drive Hoosiers to VisitIndiana.com for more information on value opportunities by traveling within Indiana. The call to action will be VisitIndiana.com.

- Timeline: Placement within the DNR publication will occur in December 2011. Placement within the ICVA publication will occur in November 2011 and April 2012.

Publications

IOTD plans to produce both the Indiana Travel Guide (500,000 copies) and the Indiana Travel Map (500,000 copies). In FY12, both publications will be in a re-design year with all new advertising and editorial for the interior pages of each guide and a new sales cycle will be conducted. For the first time, two years (2012-2013) will appear on the Indiana Travel Guide and Indiana Travel Map covers to create efficiencies for the reprint and cover design in FY13.

The guides will generate approximately \$1.3M each year (FY12 and FY13) in private revenue to pay for production, distribution, sales contractors and commissions spread over the two years. Advertising sales are executed by four regional account executives.

Distribution for the Indiana Travel Guide and Indiana Travel Map includes welcome centers, rest areas, AAA offices, hotels, convention and visitors' bureaus and airports. A significant portion of the distribution comes from leads generated through VisitIndiana.com from traditional, online, cooperative advertising efforts and cooperative advertising program placement.

- Timeline:
 - July through December, 2011: execution of 2012 travel publication.
- Method of measurement: lead generation, distribution and advertising participation.
- FY11 measurement evaluation: because Indiana Travel Guide production was cut to 500,000 from 600,000 in calendar year 2010, IOTD distributed all publications by the end of August.

Indiana Golf and Travel Guide

IOTD plans to continue this public/private partnership with Golfers' Guide Marketing Solutions. This alliance management effort is viewed as highly valuable by tourism partners and provides IOTD with a lead fulfillment piece with no financial risk. IOTD's involvement includes providing a welcome letter from the Lt. Governor and distributing 70,000 copies of



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

the publication through consumer orders and welcome centers. (\$0 budget allocation)

- Timeline: artwork materials are provided in November for publication. IOTD receives the publication in January of the publication year for distribution.
- Method of measurement: quantity distributed, partner participation
- FY11 measurement evaluation: 70,000 distributed, 11 Indiana tourism partners participated in the 2011 edition.

Earned media

IOTD plans to execute earned media efforts to reach media outlets and to support the initiatives of Indiana tourism partners to increase earned media results. Internal staff handles communication with travel writers via permission email, media blogs, Twitter and Facebook. Additionally, IOTD hosts the Indianapolis Media Marketplace to provide a platform for travel writers to build relationships with tourism partners and the New Media Workshop to promote new social media uses for earned media efforts.

- Timeline: earned media efforts are concentrated during peak travel planning months—April through September. The Indianapolis Media Marketplace occurs in April; New Media Workshops are to be scheduled. Media permission emails are deployed seasonally or as needed.
- Method of measurement: media events are measured by industry participation and feedback, and travel writer attendance.
- FY11 measurement evaluation
 - 55 media hits from July 1 through January 1 as a direct result of pitches and interviews
 - FY10 Media Marketplace: 27 media members attended and 33 industry partners participated.
 - FY11 New Media Workshop: 65 industry partners attended.
 - FY11 Media Marketplace will take place on April 20, 2011.

VisitIndiana.com

IOTD's consumer website, VisitIndiana.com, is utilized to convert online users into visitors. IOTD continues to optimize the site for organic search to draw visitors searching for travel options. VisitIndiana.com aids travel decisions, acts as a portal to provide industry information and engages users with additional communications, including: travel guide and additional brochures, Indiana Insider blog and e-newsletter options.

According to the Gomez Mobile Web Benchmark series, the mobile internet audience is expected to reach 134.2 million users by 2013. One network alone, AT&T, has seen its mobile audience increase by more than 50 times in the past three years. The importance of having a mobile website is growing and Indiana tourism's efforts to be in a mobile market begin with a mobile website. The addition of a mobile website will allow IOTD to promote mobile-ready information to users. Through an extensive round of user research and analytics data review, IOTD will identify the most relevant information for mobile users and create a mobile optimized website to present that information. Creating this mobile online platform will allow IOTD to place mobile advertising and optimize the permission email program for mobile devices.

IOTD also provides consumers with seasonal travel ideas through Leaf Cam. Five cameras are strategically placed throughout Indiana to provide consumers with an up-to-the minute look



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

at Fall colors throughout Indiana.

IOTD generates earned revenue from VisitIndiana.com in the form of selling banners within leaf cam, the trip planner section, homepage editorials and contests.

- Timeline: maintenance and evaluation of VisitIndiana.com is ongoing. Mobile upgrades to occur prior to May 2012.
- Method of measurement: levels of engagement are measured, evaluated and optimized monthly. Engagement measurements include: increase number of page views, increase unique page views, increase average pages visited per visitor, increase time on site, decrease bounce rate.
- FY11 measurement evaluation: for the period of calendar year 2010 vs. calendar year 2009, VisitIndiana.com amassed the following stats:
 - No. of visitors: +8.3%
 - No. of unique visitors: +8.3%
 - No. of page views: +10.8%
 - No. unique page views: +14.9%
 - No. average pages visited per visitor: +2.4%
 - Time on site: +20.6%
 - Bounce rate: +3.7%

VisitIndiana.com: trip planner enhancements

The content housed in the trip planner portion of VisitIndiana.com is the most extensive partner-submitted content on the site. Revising the trip planner user interface will result in a more user-friendly experience that enables more effective search and filtering while displaying more results on a re-organized page. Enhancing the layout will increase visual interest of this content and work in concert with ad portal revisions. Additionally, the HTML format will not be used any further in order to promote organic search engine performance.

- Method of measurement: levels of engagement are measured, evaluated and optimized monthly.
- Engagement measurements include: increase trip planner unique visits, decrease trip planner bounce rate, increase time on site.

Indiana State Fair booth and presence

IOTD plans to distribute publications, extend brand awareness and engage social media users through use of a 20' x 20' booth space at the Indiana State Fair in August 2011. Members of the IOTD staff work shifts throughout the 17 days of the Indiana State Fair to meet with fair attendees to answer travel questions and distribute publications. This is the only face-to-face communication IOTD has with consumers throughout the year. Statewide tourism partners will be sought after to collaborate on distribution efforts throughout the state fair.

In addition to publication distribution, IOTD works with the Indiana State Fair and tourism industry partners across Indiana to offer giveaways and discounts through social media outlets such as Foursquare and Facebook. Trivia giveaways will be offered via Facebook and consumers are encouraged to visit the IOTD booth to answer questions and redeem prizes. For consumers visiting the booth without liking Visit Indiana on Facebook, they will be encouraged to check in at our booth on Foursquare to receive special discounts at the State Fair and at attractions across Indiana.



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

Tactics, timelines and measurement:

- Timeline: booth space commitment is due in February 2011. The Indiana State Fair will occur August 5-21, 2011.
- Method of measurement: number of guides distributed, number of social media users engaged, number of statewide partners engaged
- FY10 measurement evaluation: in FY11, IOTD distributed 12,500 Indiana Travel Guides (as compared to 17,500 Indiana Travel Guides in FY10), 8,000 Festival Guides (as compared to 24,000 Festival Guides in FY10), 2,000 Indiana Travel Maps (vs. 18,000 in FY10) and 2,000 Indiana Golf & Travel Guides (vs. 0 in FY10). With its foursquare promotion, IOTD increased the number of followers to its Foursquare account by 50% during the Indiana State Fair and had 282 check ins at the IOTD booth from 201 unique users.

Strategic Brand Objectives, Part 2:

To increase organic leads from VisitIndiana.com

To increase qualified distribution of publications

To cultivate relationships with leads generated

Tactics, timelines and measurement:

Consumer permission email program

IOTD executes three monthly emails to consumers: travel ideas, discounts, and festivals and events. Content for the emails is primarily dictated by VisitIndiana.com content. However, trip ideas are based on season, unique attractions, new product development and areas of the state in need of improvement. An editorial calendar is established and managed by IOTD for all permission email sends. All subscribers will have the opportunity to update their email preferences and forward email content to a friend.

IOTD's continued evaluation of the permission email program has allowed IOTD to be more efficient in communicating with consumers, providing detailed, requested information in the timeframe requested by consumers. Additionally in FY11, IOTD executed surveys subscriber surveys to identify areas of need and increased interest in the program. IOTD also redesigned the templates to focus on photography and other engaging elements. Once the new templates are established, open rates and engagement metrics will allow IOTD to sell advertising opportunities to new partners and re-engage existing partners.

- Timeline: emails will be deployed monthly. Engagement will be measured for advertising rates in July for 2011 email advertising sales to begin in August for calendar year 2012.
- Method of measurement: open rate, click thru rate
- FY11 measurement evaluation: unique open rate: 21.9%; unique click thru rate: 16.3%. According to the subscriber survey issued in November 2010, 89% of subscribers are satisfied or very satisfied with the emails they are receiving from IOTD.

Blogs

Within VisitIndiana.com, IOTD hosts an Indiana Insider blog. Posts are generated by IOTD staff, industry partners and Butler University students that were selected based on writing style, the ability to provide insight or local tips on locations and established blog followings.



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

The blogging program offers IOTD an opportunity and a forum to allow consumers to interact with our bloggers by posting comments and receiving feedback. The messages delivered by the bloggers are authentic and while they follow IOTD established guidelines, the post topics are generated by the bloggers. (\$0 budget allocation)

- Timing: blog postings occur all year with more frequency in the spring, summer and fall.
- Method of measurement: visits, unique page views, average length of visit. Engagement methods are measured monthly and every other week when online campaigns are live.
- FY11 measurement evaluation: for the period of calendar year 2010 vs. calendar year 2009, the Indiana Insider blog amassed the following stats:
 - No. of visitors: +95%
 - No. of unique visitors: +99.1%
 - No. of page views: +50.2%
 - No. unique page views: +48.6%
 - No. average pages visited per visitor: -22.9%
 - Time on site: -2.4%
 - Bounce rate: +2.0%

Social media efforts

IOTD maintains a social media presence on Flickr, Facebook, Twitter and Foursquare to expand IOTD's brand and engage consumers. Managed daily by in-house staff, IOTD communicates timely and newsworthy information to the social media networks following Indiana Tourism. These efforts are a best practice example for the Indiana tourism industry and allow partners to follow up-to-date information around Indiana. (\$0 budget allocation)

- Timeline: managed and updated as relevant information is available.
- Method of measurement: All new media ventures are reported on and evaluated monthly. Engagement measurements differ based on social media outlet. They include:
 - Flickr: members and photos in group
 - Twitter: number of followers, posts and Twitter grade
 - Facebook Fan Page: number of fans
 - Foursquare: number of followers
- FY11 measurement evaluation: for the period of calendar year 2010 vs. calendar year 2009, the IOTD's social media engagement metrics are as follows:
 - Flickr: no. of members is 381 (up 30%); no of photos are 10,184 (up 50%)
 - Twitter: no of followers is 6,155 (up 72%), Twitter grade is 99.6% (down 0.4%)
 - Facebook Fan Page: 4,026 (up 324%)
 - Foursquare: no of followers is 4,483 (platform not available in calendar year 2009 for comparison)

Ball State University Marketing and Development Partnership

In FY12, IOTD will continue its partnership with the Ball State University's telecommunications department to identify immersive learning opportunities that can engage students and leverage resources. The FY11 partnership involved grant to an immersive learning telecommunications class to shoot 14 videos and still photography at locations across Indiana. The videos will be featured in the trip planner section of VisitIndiana.com as well as on YouTube to assist with search engine optimization. At this



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	<p>point, 8 of the 14 videos are complete. The remaining videos will be produced through December 2011.</p> <ul style="list-style-type: none">• Timeline: execution for summer and all semesters of 2012.• Method of measurement: specific metrics to be determined, but broad objectives include<ul style="list-style-type: none">○ Collaborate with a statewide partner to leverage resources○ Develop creative and relevant program(s) to engage Hoosiers and support tourism businesses○ Provide a progressive, broad platform for earned media○ Create awareness amongst Hoosiers of the value of travel within the state• FY11 measurement evaluation:<ul style="list-style-type: none">○ IOTD worked with Ball State University and (so far) eight partners throughout Indiana to film online videos. The locations were selected based on popular trip ideas on VisitIndiana.com and popular search terms. The videos will be hosted on the trip ideas section of VisitIndiana.com and launched in May 2011.
<p>FY11 Results:</p> <p>Summarize your evaluations for FY11 and the results found – what did you learn?</p>	<p>Goals measured from FY10 marketing campaign:</p> <ul style="list-style-type: none">• Increased number of qualified visitors to VisitIndiana.com: measured through bi-weekly review of Google Analytics data. For the period of calendar year 2009 vs. calendar year 2010, VisitIndiana.com visits were up 8.3%.• Increase private revenue investment: measured annually through sales reporting and actual accounts receivable. Revenue collected in calendar year 2010 was down against 2009 \$1.479M vs. \$1.51M.• Increase and maximize VisitIndiana.com engagement: measured through bi-weekly review of Google Analytics data. Data reflects the period of calendar year 2010 vs. the same period 2009.<ul style="list-style-type: none">○ No. of unique visitors: +8.3%○ No. of page views: +10.8%○ No. unique page views: +14.9%○ No. average pages visited per visitor: +2.4%○ Time on site: +20.6%○ Bounce rate: +3.7%
<p>Evaluation/Monitoring:</p> <p>How will you evaluate the success of your FY12 plan?</p> <p>What goals will be measured?</p>	<p>Website analytics and online campaign optimization will be evaluated to determine the success of IOTD's marketing and communications plans, relying less on paid research. An outline for monitoring and optimization will be provided for each tactic in the implementation section of the marketing plan as well as results from the FY12 execution.</p> <p>Goals to be measured:</p> <ul style="list-style-type: none">• Increased number of qualified visitors to VisitIndiana.com: measured through bi-weekly review of Google Analytics data• Increase and maximize VisitIndiana.com engagement: measured through bi-weekly review of Google Analytics data<ul style="list-style-type: none">○ Length of visit○ Depth of visit○ Number of unique visitors○ Brochures ordered○ Permission email sign up• Increase private revenue investment: measured annually through sales reporting



SFY 2012 Marketing and Communications Plan Template

State Form 99999 (R / 1-10)

OMB Communications Committee

	and actual accounts receivable
Budget Template: http://www.in.gov/omb/2500.htm	Your budget should be included in a separate Excel spreadsheet template provided to all agencies/programs. This template may also be found at FY12 Communications Budget